MAYOR'S TASK FORCE ON INDIAN AND METIS INITIATIVES

REPORT ON URBAN NATIVE ECONOMIC DEVELOPMENT

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I. INTRODUCTION

The past two decades in Canada have seen increasing numbers of Native* people moving to the urban centres from rural areas and reserves.[1] This migration and subsequent urbanization process, which has been significant in Western Canada, has not resulted in widespread Native participation in the benefits of economic development. The findings of the Clatworthy and Hull investigation of Native Economic Conditions in Regina and Saskatoon indicate that Natives form an economically disadvantaged group.[2] The recent 1984 Project Report on Strategies for the Socio-Economic Development of Metis and Non-Status Indians in Saskatchewan, by Thorne Stevenson and Kellogg, for the Government of Saskatchewan, has also substantiated these findings and suggested some policy alternatives.[3]

The Mayor's Task Force on Indian and Metis Initiatives has also recognized this circumstance in the course of its deliberations and is determined that the City of Regina should have an Urban Native Economic Development Strategy to begin to address these outstanding concerns at the municipal level.

The purpose of this report is therefore

a. to provide a project proposal for an Urban Native Economic Development Planning Unit, under the Canada/Saskatchewan ERDA Planning Agreement. The primary mandate of this unit will be to develop an Urban Native Economic Development Program for the City of Regina;

b. the creation of a Native Economic Development Officer position on a two year contract basis to implement the U.N.E.D.P. Action Plan.

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[1] Stewart J. Clathworthy and Jonathan P. Gunn, Economic Circumstances of Native People in Selected Metropolitan Centres in Western Canada, Institute of Urban Studies, Winnipeg, Dec. 1981.

[2] Stewart J. Clatworthy and Jeremy Hull, Native Economic Conditions in Regina and Saskatoon, Institute of Urban Studies, Winnipeg, 1983.

[3] R.S. Hikel, Thorne, Stevenson, Kellogg, Strategies for the Socio-Economic Development of Metis and Non-Status Indians in Saskatchewan, Project Report, March, 1984.

* Native in this report refers to all people of Indian ancestry

II. BACKGROUND TO THIS REPORT

The Mayor's Task Force and Advisory Committee priorized areas for initial review in November and December of 1982. Four distinct areas emerged:

1. Employment and Training
2. Economic Development
3. Recreation and Leisure
4. Health

Initiatives have been developed and are being implemented in areas 1,3 and 4.

Apart from the report on the Appointment of Native Representatives to Boards and Commissions, hard initiatives and proposals in the Economic Development area were delayed, pending further investigation. It should be noted, however, that the Task Force recognized early in its deliberations that Employment and Training Initiatives are an integral part of any Economic Development strategy and to an extent economic development is being served by the employment and training initiatives. Both the Clatworthy and Hull report[4], and the Thorne Stevenson Kellogg report [5] have subsequently substantiated this Task Force view by linking employment and training needs to any proposed economic development strategy for Native peoples.

Consideration of the working paper on Economic Development in June, 1983, raised significant public policy questions as to the role the municipality should play with regard to Urban Native Economic Development.

Representation from the Association of Metis and Non-Status Indians of Saskatchewan solicited support from the Task Force for the concept of an independent Native Economic Development Foundation.

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[4] Clatworthy and Hull,

[5] Hikel, Thorne, Stevenson, Kellogg,

On the other hand, the working paper, considered by the Task Force, focused on two broad areas for possible municipal involvement:

1. Local Small Business Development
2. General Image Building/Public Relations/ Employment and Training measures

Areas identified for potential initiatives included:

- affirmative action type measures in the area[6] of contracting, bonding, and tendering;
- opportunity identification in Tourism;
- promotion of Native culture and history;
- research and technical assistance to facilitate Native research on markets and potential business developments;
- assistance to facilitate trial runs of Native business undertakings;
- review of grant structure to facilitate financial assistance for Natives to start up business;
- making loans available to new and existing Natives businesses;
- facilitating access to small business loans;
- identifying areas for joint venture businesses and potential for City financial participation;
- facilitating private sector involvement in financing;
- business counselling services;
- public relations campaign to highlight Native business successes;
- to facilitate linkages between Native people, Native business operators, City services, other levels of government, and financial and educational institutions;
- identification of Native business operation;
- Affirmative Action for employment of Native people;
- promotion, advertising of Native initiatives;
- appointment of Native people to Boards and Commissions.

It became apparent to the Task Force that, prior to making any determination in this area, and recognizing the plethora of Federal/Provincial programs and services in existence and also Native sponsored proposals, and in order to avoid duplication of effort and valuable resources, some sense of perspective was required as to the intended role of the municipality.

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[6] Mayor's Task Force On Indian and Metis Initiatives, Working Paper, P.6

Accordingly, efforts have been directed to the creation of a policy group of Federal, Provincial and Municipal officials to examine basic jurisdictional and funding relationships to determine what new structures, processes, and funding arrangements might be appropriate to serve Urban Native Economic Development. Intergovernmental discussions, in that regard, have continued to this date.

III. ECONOMIC DEVELOPMENT APPROACHES

A. EXISTING ECONOMIC DEVELOPMENT DELIVERY MEASURES

FEDERAL

As noted in the Thorne Stevenson Kellogg report "CEIC has a role only on the employment side and DRIE has no mandate to direct a sustained, province-wide program of Native economic development".[7] (DRIE'S future role will be determined in the unfolding of the Canada/Saskatchewan ERDA Agreement.) "The Department of Indian and Native Affairs is concerned exclusively with status Indians."

- The Native Economic Development Program in Winnipeg ($345 million fund) with its four elements of; Aboriginal Economic and Financial Initiatives, Community-Based Economic Development, Special Projects and Coordination, is designed exclusively for Native communities in remote, rural and urban areas. The program notes, "The NEDP has a unique mandate and strategy. The fund allocated to the Program will be used in a similarly unique way. The NEDP does not replace other programs nor is it designed to top-up budgets in existing government programs."[8] The program is designed exclusively for Native applicants and its leverage and impact on Urban Native Economic Development issues, particularly socio-economic aspects remains to be determined.

FEDERAL/PROVINCIAL

The Canada/Saskatchewan Special Agricultural and Rural Development Agreement (Special ARDA) is a Federal/Provincial Agreement. The Native small business program is administered by Tourism and Small Business. The socio-economic component is run by Advanced Training and

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[7] Thorne, Stevenson, Kellogg, Op Cit., P.26.

[8] News Release, Native Ecomic Development Program Strategy (Winnipeg), March, 1984, P.3.

Manpower. Native Services Branch administers the Native Career Development Program, as part of the educational and training responsibility of Advanced Education and Manpower, under this Special ARDA agreement. The Thorne Stevenson Kellogg report notes that there is a difficulty integrating the hard skills of business acumen and commercial experience with the soft skills of cultural sensitivity and empathy.[9]. It futher notes that, while,

> "Crown Corporations have business delivery capability, but the policy direction is away from the pursuit of larger social policy objectives. Certain SEDCO officials understand the problems but would find it difficult to reconcile a leadership role in Native Economic Development with their aim to increase return on commercial investment."[10]

For these reasons and because of its Special ARDA experience, Tourism and Business was considered to be best positioned to play a lead role in Native economic development. (It should be noted, however, that Special ARDA does not apply in urban centres.)

B. PROPOSED ECONOMIC DEVELOPMENT DELIVERY MECHANISMS

The Association of Metis and Non-Status Indians of Saskatchewan (AMNSIS) has proposed the concept of a non-profit Saskatchewan Native Economic Development Foundation.[11] Elements of this foundation would be incorporated as:

1. Native Economic Development Corporation (NEDCO)
   - to implement broad economic policies;
2. Native Human Resources Development Corporation (NHRDC)
   - to upgrade and develop training plans;
3. Native Venture Capital Corporation (NVCC)
   - to create a venture capital capability for Native business;
4. Native Loan Corporation (NLC)
   - to provide loans to Native owned and controlled businesses;

The proposal notes that this foundation is not intended to be the exclusive agency supporting Native Economic Development, other agencies would still have roles, e.g., Special ARDA, CEIC, the Native Economic Development Program.

- Funding is being sought from the Federal Native Economic Development Program for this concept. $500,000 has already been allocated for Administrative start-up purposes and $7 million is being sought to fund the concept.
- AMNSIS has, also, recently obtained financial support from the Canada/Saskatchewan Special ARDA Committee to create five (5) Economic and Employment coordinators throughout rural and northern areas of the Province for a one year period.

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9 Thorne, Stevenson, Kellogg, Op Cit., P.25

10 Ibid, P.25

11 The Saskatchewan Native Economic Development Foundation, A Proposed Strategy, Framework and Program.

> These coordinators working through AMNSIS Central are: defining and evaluating economic circumstances and opportunities, planning and organizing business and employment opportunities, promoting employment in the public and private sectors and communicating and liaising with departments, institutions and agencies providing programs and resources to Native peoples.

The Saskatchewan Association of Friendship Centres is planning to establish an economic development corporation and has recently obtained funding in excess of $300,000 from CEIC for that purpose.

According to SAFC, the purpose of the Corporation will be to improve the socio-economic status of urban Metis, Treaty Indians, and Non-Status Indian people in twelve urban communities.

In addition, the Secretary of State's Office has recently financed a Needs Analysis for four Urban Centres in the Province to the extent of $90,000. There has also been indication that SAFC will also seek $5 million from the Native Economic Development Fund in Winnipeg in support of economic development activities.

- The Project Report, Strategies for the Socio-Economic Development of Metis and Non-Status Indians in Saskatchewan suggests development of a lead Provincial Agency in the form of a Native Development Centre to overcome the two key delivery problems which are currently not combined in one agency, i.e., the 'soft' social development aspect of employment and training, and the 'hard' commercial focus. The concept would combine two objectives as divisions in the agency, "one supporting enterprise, the other employment." The structure would be a non-profit agency operating with a governing board approved by Order-in-Council. "Board membership would be forty percent Native, twenty percent government (federal, provincial, municipal) and forty percent private business sector, including labor."[12]

C. SUMMARY

The foregoing existing and proposed economic development delivery mechanisms are indicative of considerable effort and activity directed toward the advancement of the socio-economic status of urban Native people. However, as noted by Clatworthy and Hull in their DREE/DRIE study, collective success of past programming efforts has not been great. As they put it,

> " The need remains for governments, as well as Native organizations, to clarify policy positions and to coordinate programming activities directed toward urban Native people."

Similarly, the Thorne Stevenson Kellogg report concludes that there are no comprehensive policy goals at the Provincial level and that the current level of activity will not ensure Native economic growth. It further suggests that in an urban strategy, emphasis is needed to:

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12 Thorne, Stevenson, Kellogg, Op Cit., P.107-112.

- improve coordination among the three levels of government, the Native Community, and the private business sector;
- establish a federal-provincial cost sharing agreement for urban areas;
- create a mechanism in each city and district for integrated planning, coordinating delivery, and the effective mobilization of public, private, and Native resources.[13]

As well, the report reiterates the need for the development of a local economic development plan formulated with the private sector, senior government, and Native representatives.

Both the Clatworthy and Hull report, commissioned by DREE/DRIE, and the Thorne Stevenson Kellogg report, commissioned by the Indian and Native Affairs Secretariat, are saying the same thing, i.e. a more coordinated and integrated public policy approach is needed to bring about improved change in the socio-economic circumstances of urban Native people.

While the Federal/Provincial authorities have the responsibility to develop their respective macro views of the issue, and to develop cost sharing agreements for urban areas, from a practical standpoint, the urbanization process and resultant socio-economic adjustments ultimately occur in a municipal context.

A case can be made for much of the urban service and program delivery to be provided through the local level - with funding primarily the responsibility of the Federal/Provincial governments.

The case for a Municipal Urban Native Economic Planning Unit, to provide a framework for future action, by integrating all levels of government, the Native organizations, the private sector, and education and training institutions into a local strategy, is obvious.

IV. THE LABOUR FORCE

Both Clatworthy and Hull and Thorne Stevenson Kellogg have outlined the dimensions of the labour force characteristics for Natives in major urban centres, and Provincially, it is therefore not the intention of this report to repeat the analyses contained in their reports. However, a few points are noteworthy and should be reiterated in support of a strong City of Regina involvement in an Urban Native Economic Development Program. Clatworthy and Hull summarize their key findings as follows:

i) Recent migration to both Regina and Saskatoon has been substantial (about 500-750 per year) and is expected to contribute to rapid growth in the native populations of both cities during the decade.

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13 Thorne, Stevenson, Kellogg, Op. Cit., P.54

ii) Economic issues, especially the desire for better employment and training opportunities, were cited most frequently as the reasons for migration to the city of both status Indians and MNSI. Family ties in the city and problems on the reserve or home communities were also identified frequently as reasons for migration among native females.

iii) Younger age groups and females dominate the migrants to both Regina and Saskatoon. In both cities, status Indians account for the vast majority of recent migrants.

iv) The current native populations of Regina and Saskatoon are characterized by very young population structures and more females than males. Families, especially those headed by a single parent, represent the most common household types among both native groups.

v) Very rapid growth is expected to occur among the native populations of both cities. Because of the current age structure of the native population, most of this growth will occur among working age cohorts and result in the addition of about 3100 and 2300 individuals to the working age populations of Regina and Saskatoon, respectively, during the 1982-87 time period.

vi) In both urban centres, natives are experiencing a great degree of difficulty in the labour market. In general, employment problems are most acute among younger natives and status Indians, especially males.

vii) The unemployment rate of the native population currently exceeds 30 percent of the labour force of Regina and 25 percent of the labour force of Saskatoon. In both centres native unemployment rates are about three times higher than that experienced by the general urban population.

viii) Native workers are heavily concentrated in a few sectors of the urban economy. Among males of both native groups, employment is focussed in construction, manufacturing/processing and service industries. Female employment is restricted for the most part to the service sector of the urban economy.

ix) A large segment of the native labour force is employed in low skill/low wage occupations. More than one half of native workers are employed in occupations which comprise the lowest skill/lowest wage quintile (i.e. 20 percent) of the occupational distribution.

x) Substantial income disparity exists between the Native and non-native populations of Regina and Saskatoon. On average, native household incomes are roughly 60 percent of those received by households comprising the total city population.

xi) In both cities, the majority of native households are dependent upon some form of transfer payment for income supports. Social assistance represents the most common form of income transfer.

xii) A very large portion of native households are presently receiving incomes below the Statistics Canada poverty line. The incidence of poverty among native households is roughly four (4) times that of the general populations of Regina and Saskatoon.

As Clatworthy and Hull further note,

"The study's results suggest that a large proportion (about one third) of Urban Native females are single parents. As a group, these women are responsible for the economic well being of roughly one half of the total urban native population."[14]

Therefore, they note, any strategy to enhance Native economic conditions must address barriers to labour force entry and employment which confront Native women - especially those with the responsibilities of single parents. Thorne Stevenson Kellogg, in looking at the Native Economic Development issue Provincially, noted that,

"a main reason to promote Native owned business is that it will lead to greater employment opportunities for Native business workers. indeed the expansion of the Native business sector is likely to be a main source of future Native employment."

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14 Clatworthy and Hull, Op. Cit., P.109

The Saskatchewan Native Women's Association, in its brief to the Native Economic Development Program, has made a strong case for the establishment of a Native/Indian Women's "economic development institution that is developed, controlled and directed by Native/Indian women."[15] The underlying emphasis in this presentation outlines the needs for Native women to establish businesses, become educated in management techniques, source funds, promote Native women's economic aspirations, etc. They also reflect on the need to address child care issues and affirmative action proposals to enable Native women's entry into the work force.

There is a particular urgency to these aspirations recognizing Clatworthy and Hull's findings on urban Native female single parents and the Thorne Stevenson Kellogg observations relative to Native business being a main source of Native employment. The Mayor's Task Force has also been made aware of these concerns.

V. THE TRIPARTITE FEDERAL/PROVINCIAL/MUNICIPAL APPROACH

While there has been considerable recent momentum given to urban Native issues at the Federal and Provicial level, including funding of the Native Economic Development Program in Winnipeg ($345 million) and the strategic framework put in place by the signing in January, 1984 of the new Canada/Saskatchewan Economic and Regional Development Agreement, it has become apparent that the creation of an overall integrated tripartite or quadripartite policy group will require further time to facilitate, and work will proceed to that end.

However, under the ERDA Agreement, the Canada/Saskatchewan Subsidiary Agreement for Planning calls for Project Proposals in key areas - including Economic Access Studies.

This Joint Planning Agreement commits $400,000 of cost-shared funding per year for 5 years in four program areas: Resource Development and Export Studies; Strategic Economic and Industrial Diversification Studies; Economic Access Studies; and Development Trends and Prospects.

The Program area of Economic Access Studies notes,

> "It is recognized that people of Native ancestry in Saskatchewan do not fully participate in, or benefit from, economic development in the Province. At the same time, a number of geographical areas and communities in the province receive less than an equal share of economic development initiatives. Both governments wish to study these problems and consider options to ameliorate the situation."[16]

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15 Saskatchewan Native Women's Association Presentation to the Task Force on Native Women and Economic Development, P.8.

16 Canada/Saskatchewan Subsidiary Agreement for Planning, Schedule A, P.3.

Priority has, therefore, been given to a program area which provides the necessary structured forum to involve the Federal, Provincial, Municipal Governments, the private sector, Native organizations, and academic institutions, in a planning process which can deliver the planning strategy for an Urban Native Economic Development Program in the City of Regina.

VI. THE BOTTOM LINE/A MUNICIPAL URBAN NATIVE ECONOMIC DEVELOPMENT PLANNING UNIT

Throughout its deliberations on the economic activity area, the Mayor's Task Force efforts have been directed towards creating the necessary framework for a coordinated approach to the Urban Native Economic Development issue.

Notwithstanding the outlined economic delivery measures which are in existence or are planned, ongoing investigation of this issue with Federal, Provincial, and Native organizations, and a review of the findings of the Clatworthy and Hull[17], and Thorne Stevenson Kellogg[18] reports - which tend to substantiate the Task Force's perceptions of the issues - reveals the public policy vacuum which exists in this area of Urban Native Economic Development.

The Mayor's Task Force feels strongly that the City should play a lead role in facilitating the planning process whereby all the respective parties to an Urban Native Economic Development Program can be brought into a coordinated planning relationship - to avoid costly duplication and delay in results. This report therefore sets out the basis for a project proposal to be funded under the ERDA Subsidiary Agreement for Planning which will facilitate that process by creating a Municipal Urban Native Economic Planning Unit.

This planning unit will be responsible for developing the strategic framework for an Urban Native Economic Development Program and Action Plan.

Associated with this project proposal, the Mayor's Task Force also proposes the creation of the position of a Native Economic Development Officer to be responsible for implementing the planning unit's Action Plan.

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17 Clatworthy and Hull, Op. Cit., P. 109.

18 Thorne, Stevenson, Kellogg, Op. Cit., P.25.

VII. THE PROPOSAL

PART A PROJECT PROPOSAL

TITLE URBAN NATIVE ECONOMIC PLANNING COORDINATION UNIT

OBJECTIVE

To carry out a consultation process resulting in an Urban Native Economic Development Program and Action Plan for the City of Regina which reflects the appropriate level of delivery, responsibility, and funding relationships of all the major participants in the urban centre in the delivery of socio-economic services and programs involving Native residents.

PROJECT DESCRIPTION

The planning coordination unit will be guided by an economic planning consultant who will be responsible for developing and proposing an Urban Native Economic Development Program and Action Plan for implementing the UNEDP for the City of Regina.

The Consultant will be responsible for liaising with Federal/Provincial/Municipal, departments and agencies/Native Organizations/the Private Sector/the Universities and Technical Institutes and for creating a dialogue which involves all sectors in the urban centre. In the review and assessment of needs, opportunities and strategic alternatives for socio-economic service delivery, the consultant will seek to develop a consensus and agreement with all parties.

To that end, the consultant will:

- present an outline of the planning process to be followed;
- review available data on the socio-economic condition of Urban Natives;
- present argument as to the underlying basis of these conditions;
- review and analyse current Federal/Provincial/Municipal and Native Organizations' program delivery;
- relate the program delivery findings to the urbanization process and report on the need for possible new funding and program delivery relationships among the participants in that process;
- define what the role of the City of Regina ought to be, including an agreement for alternative strategies;
- recommend an Urban Native Economic Development Program;
- propose an Action Plan to implement the UNEDP.

IMPLEMENTATION

i. The project will be a joint Federal/Provincial/Municipal undertaking.

ii. A specific implementation and consultation plan will be developed which recognizes the project's linkage to the Canada/Saskatchewan ERDA Agreement and the Subsidiary Agreement for Planning-Management Committee and the Mayor's Task Force on Indian and Metis Initiatives.

iii. Consultant selection and project commencement will be exercised by the City of Regina in consultation with Federal/Provincial/and Native Organizations.

COST ESTIMATE

PART A	STAFF	Senior Economic Planning Consultant (1/2 yr.)	$30,000
		Secretary (1/2 yr.)	10,000
		Benefits	4,000
		Expenses/Administration	5,000
			$49,000

NOTE: The City of Regina will provide:

- office space
- secretarial support (in addition to full time secretary)
- meeting rooms
- The Office of the Mayor and the City Manager to facilitate the project planning process
- Public Affairs support
- printing services

TIMING

The project should commence in September, 1984, and conclude by the end of February, 1985.

A draft UNEDP strategy document and Action Plan should be prepared by the fourth month.

A further 6 to 8 weeks will be used to review and refine this plan with various sectoral inputs.

The Consultant will be responsible for delivering a final document, to the Mayor's Task Force, City Council, DRIE, and the Native Affairs Secretariat, by the end of the sixth month.

OTHER REMARKS

There are compelling reasons for the City of Regina to spearhead a UNEDP, and the Federal and Provincial reports commissioned on this subject indicate the public policy vacuum that exists in this area and substantiate the need for a coordinated approach.

As well, there is the need to ensure a continuing focus to this activity area in the City. For that reason, Part B to this project proposal outlines a separate but linked proposal to establish the position of a Native Economic Development Officer subsequent to completion of the UNEDP. The position would be a two year contract position.

PART B PROJECT PROPOSAL

TITLE NATIVE ECONOMIC DEVELOPMENT OFFICER/CITY OF REGINA

OBJECTIVE

To provide ongoing staff support to implement the UNEDP Action Plan.

PROJECT DESCRIPTION

Recognizing the existing nature of Native employment circumstances and the data indicating the need for encouragement of Native small business, there is no difficulty substantiating a role for a Native Economic Development Officer at this time.

The City, however, is cognizant of the need to provide a framework for future action within a coordinated planning structure. Therefore, upon completion of the UNEDP, a Native Economic Development Officer position will be created to begin to implement the Action Plan.

Apart from the findings and strategic Action Plan activities resulting from the UNEDP, the Native Economic Development Officer will have the following tasks:

- to act as a facilitator to Native businessmen and women seeking access to funding opportunities at all levels of government, service organizations, and in the private sector;

- to coordinate City/Provincial/Federal/Chamber of Commerce and private sector input into the process for facilitating technical assistance to new and existing businesses;

- assisting in coordinating job placement opportunities with Federal, Provincial, Municipal authorities and Native small business enterprises;

- seeking out Native enterprise opportunities which would utilize City of Regina, Province of Saskatchewan products and services and create jobs for Native residents;

- developing a voluntary program involving; private sector, banking, government, the academic and technical institutions, to assist Native businessmen and women to:
  1. enhance their existing business skills, and
  2. develop initial enterprise skills, e.g., in accounting, marketing, legal, financial, and personnel areas.

IMPLEMENTATION

Subsequent to completion of the UNEDP Action Plan, the position would be created for two years on a contract basis.

COST ESTIMATE

Initial funding is being sought through other Federal/Provincial sources for a two year contract period.

STAFF

Native Economic Development Officer (2 yrs.)	$80,000
Secretary (2 yrs.)	36,000
Benefits	10,000
Administration	12,000
	$ 138,000

TIMING

This request provides for project start-up subsequent to the completion of the UNEDP for the City of Regina. Alternatively, it could be funded immediately and run concurrent with the planning process leading to the UNEDP.

OTHER REMARKS

As noted earlier, the crisis nature of the employment circumstances and need for more Native small businesses to be created as employers of Native people, a case can be made for this position independent of the need for the coordinated planning approach to the socio-economic delivery issues.

SOURCES

1. The Saskatchewan Native Economic Development Foundation, A Proposed Strategy Framework and Program, The Association of Metis and Non-Status Indians of Saskatchewan

2. Native Economic Conditions in Regina and Saskatoon, Stewart J. Clatworthy and Jeremy Hull, Institute of Urban Studies, Winnipeg, 1983.

3. Economic Circumstances of Natives in Selected Metropolitan Centres in Western Canada, Stewart J. Clatworthy and Jonathan P.Gunn, Institute of Urban Studies, Winnipeg, December, 1981

4. Native Economic Development Program Strategy (Winnipeg), March 1984, News Release, Regional Industrial Expansion

5. Saskatchewan Native Women's Association Presentation to NEDP Task Force on Native Women and Economic Development, May, 1984

6. Working Paper, Mayor's Task Force on Indian and Metis Initiatives, January 1983

7. Strategies for the Socio-Economic Development of Metis and Non-Status Indians in Saskatchewan, Thorne, Stevenson, Kellogg, Project Report, R. Hikel, March, 1984

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R.S. Hikel, Thorne, Stevenson, Kellogg, Project Report, Strategies for the Socio-Economic Development of Metis and Non-Status Indians in Saskatchewan, March 1984.

News Release, NEDP

Saskatchewan Native Women's Association Presentation to the Task Force on Native Women and Economic Development

The Saskatchewan Native Economic Development Condition, A Proposed Strategy, Framework and Program